Equal Employment Opportunity

THE MUNICIPALITY OF METROPOLITAN TORONTO · 1953 ·

An Action Project of the
Municipality of Metropolitan Toronto

Equal Employment Opportunity

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Metropolitan Toronto
Personnel Department

October 1983

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Who is Disabled?

Changes to the Ontario Human Rights Code define disability as follows:

- any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness and, without limiting the generality of the foregoing, including diabetes mellitus, epilepsy, any degree of paralysis, amputation, lack of physical co-ordination, blindness or visual impediment, deafness or hearing impediment, muteness or speech impediment, or physical reliance on a dog guide or on a wheelchair or other remedial appliance or device;
- a condition of mental retardation or impairment;
- a learning disability, or a dysfunction in one or more of the processes involved in understanding or using symbols or spoken language, or
- a mental disorder.

A disability can be visible such as paraplegia or hidden such as epilepsy or deafness.

A number of myths exist about disabilities. For example, many persons who are classified as being legally blind have some vision. They may not use white canes or read Braille, but their sight is limited. In effect their disability is hidden.

The no discrimination Clauses in the Metropolitan Corporation's Collective Agreements with the Canadian Union of Public Employees define disability identically.

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EXECUTIVE SUMMARY AND RECOMMENDATIONS

Employers' fears with regard to hiring disabled persons have proven to be largely unfounded in the Metropolitan Toronto experience. Anticipated problems with respect to high costs, absenteeism, low productivity, occupational health, safety, and other concerns did not materialize. It is hoped that other employers will find Metropolitan Toronto's experience encouraging. The following are a summary of findings presented in greater detail in the body of this Report.

Employers who are serious can successfully recruit and employ qualified disabled persons.

Significant numbers of qualified disabled workers are available for employment.

Employer initiatives on behalf of disabled workers can, over a period of time, generate a "pay back" to the tax payer and a cost benefit to the employer.

Employer sponsored rehabilitation programs undertaken with the co-operation of Unions must be part of any plan that attempts to address disabled unemployment.

Hiring qualified disabled employees should be the normal way an employer does business; creation of job ghettos must be avoided.

Outreach recruitment strategies work. Employers are encouraged to advertise their willingness to employ the disabled.

Accommodating the reasonable special needs of disabled employees is not expensive and does not place an undue onus on most employers.

Recent amendments to the Ontario Human Rights Code will result in Ontario employers who come under the jurisdiction of the Code being required to define their job specifications more precisely, particularly in respect of the essential duties of any position for which they are hiring.

Recently legislated requirements with respect to "medical fitness" should not result in undue hardship to employers. Metro's experience has confirmed that it is possible to employ severely disabled individuals who are medically fit for the position for which they are hired.

Employee education must accompany any changes to employment practice.

Two special initiatives, the Internship Program and the Summer Employment Program, were both very successful undertakings: both were low cost and are recommended for consideration by other employers, particularly the Metropolitan Toronto Boards and Commissions.

A significant number of disabled job seekers are well educated. There is a strong correlation between education and success in the job market.

Hiring gains can be made in a wide range of occupations and classfications; job ghettos do not have to be created.

The average time lost for the disabled employees recruited through this Program was substantially lower than the annual average time lost for permanent Metro employees.

In the eighteen-month period documented in this Report, there was not a single disability-related accident incurred by a disabled employee.

RECOMMENDATION #1: That Metropolitan Toronto continue to provide a Corporate fund for the purchase of technical aids for use by disabled employees and that this fund be administered on behalf of all Metropolitan Departments and the Metropolitan Licensing Commission by the Metropolitan Personnel Department.

RECOMMENDATION #2: That landlords be required to provide an accessible public entrance and other accessible features as required in the public areas of any property leased by the Municipality of Metropolitan Toronto.

RECOMMENDATION #3: That at the time of any renovation, Metropolitan office worksites be renovated to standards of accessibility and that no new leases be signed where such renovations cannot be satisfactorily carried out.

RECOMMENDATION #4: That the 1984 estimates of the Metropolitan Personnel Department provide for no fewer than ten internships in 1984 and that this program be evaluated prior to submitting 1985 budget estimates.

RECOMMENDATION #5: That Metropolitan Boards and Commissions be requested by Council to fund Internships for disabled individuals.

RECOMMENDATION #6: That Metropolitan Toronto continue to offer summer positions to disabled university and college students and that the 1984 budget process provide sufficient flexibility either within the Personnel Department budget and/or Departmental budgets to ensure that hiring levels do not fall below a minimum of six (6) positions in the summer of 1984.

RECOMMENDATION #7: That Metropolitan Boards and Commissions be requested by Council to undertake to recruit disabled university and college students as part of their regular summer hiring program in 1984.

INTRODUCTION

February 17, 1981, in commemoration of the 1981 International Year of Disabled Persons, Metropolitan Council unanimously approved the creation of an Equal Employment Program with an initial two-year emphasis on the special employment needs of disabled individuals.

A million dollars was budgeted over two fiscal years (1981 and 1982); $786,400 was actually spent. A summary of expenditures is included in Exhibit 1. It is important to emphasize that Metro's entire initial dollar investment in this developmental project can, over a period of time, be fully cost benefited, for this reason a separate section in this Report on page 35 documents the cost benefits to be achieved.

Prior to instituting this program, available employment records indicate that Metro had externally recruited and hired two disabled individuals in the entire previous ten-year period. As a result of this initiative launched during the 1981 International Year of Disabled Persons, Metropolitan Toronto has hired and continues to hire qualified disabled individuals for a number of positions throughout the Metropolitan Corporation. The results speak for themselves and are summarized in Exhibits 3, 4, 5, 6, and 7. At the end of less than two years of initiating this Program every Metropolitan Department had participated in the Equal Employment Program for the Disabled. Metro has demonstrated both to itself, the disabled community, and other employers that where there is leadership and organizational commitment amazing results can be obtained.

In a period of just eighteen (18) months, between July 1, 1981 to December 31, 1982, over four hundred (400) individuals with disabilities contacted Metropolitan Toronto for employment. Over three hundred (300) disabled persons were interviewed and a total of one hundred and nine (109) job placements were made. At the end of 1982, twenty-five (25) disabled individuals were employed full time. By June 30, 1983, forty-one (41) disabled individuals were employed full time. Five (5) individuals with no previous job experience prior to working at Metro have been subsequently employed by the private sector. Forty-four (44) of the individuals hired by Metro were previously in receipt of either Social Assistance or Unemployment Insurance.

A central strategy of this program was the recognition that there were already signficant numbers of disabled individuals in the Metropolitan workforce who had incurred work

related disabilities. A significant portion of the dollars allocated by Council for this program were designated for the purpose of extending the Employee Rehabilitation Program. A summary chart of this Program's results is attached in Exhibit 10.

It is important to note that the Equal Employment Program for the Disabled was undertaken by Metropolitan Council in advance of extensive changes to the Ontario Human Rights Code that became law June 15, 1982. Anticipatory leadership by Metropolitan Council in concert with all the Metropolitan Departments and with the co-operation of the Canadian Union of Public Employees, Locals 43 and 79, gave birth to a successful employment model that is an example for both the public and private sector. This leadership position has enabled Metro to direct and control management changes now required by legislation. As this report will outline, it has also enabled Metro to demonstrate the cost effectiveness of progressive human resource management.

ORGANIZATIONAL COMMITMENT

In his Inaugural Address of December 9, 1980, Metropolitan Chairman, Paul V. Godfrey, set the tone and challenged the Metropolitan Corporation in order that Metro might capitalize on human resources it had previously ignored. **"I am convinced that there is a large untapped resource out there, and we would be foolish if we continued to ignore it."** Subsequently, strategies were developed that would involve the entire Metropolitan Corporation at all levels in the Program.

During the 1981 International Year of the Disabled and the year following, the Metropolitan Chairman undertook a number of speaking engagements. An address in the early stages of the Program to over three hundred (300) Metropolitan Senior and Middle Managers with responsibility for hiring decisions established that it was expected that the management environment, with respect to qualified disabled persons, was to move in a new direction.

An extensive employee education program was undertaken. Sixty-two (62) seminars were delivered to 660 members of management and supervisory staff in twelve (12) Departments of the Metropolitan Corporation. The principal components of the employee education program are summarized in Appendices 4.1 and 4.2.

In addition to seminars, audio visuals and printed materials were assembled for use by every Metropolitan employee. Posters and visual displays were made available to all Metropolitan Departments.

Staff Support

The positions of Manager, Equal Employment Opportunity, Staffing Assistant and one Clerical position were established by Metropolitan Council to provide staff support to the project. The costs of these positions were not charged against the project as they carried responsibility for other equal employment initiatives in addition to those specifically targeted at the disabled group.

Union Participation

Union co-operation and participation was negotiated prior to approval by Council of the Equal Employment Program for the Disabled February 15, 1981. Union concerns centred on

obtaining a commitment that the scope of the project would include strategies and resources to enhance the employment opportunities of disabled workers already in the Metropolitan workforce. Over the eighteen-month span of the project, 292.1 thousand dollars or 37% of the total program expenditure was allocated to extending the Employee Rehabilitation Program.

Additionally, a commitment was given to the Unions that the Internship Program would not be used to bypass the Collective Agreement. Accordingly, Interns were by mutual agreement supernumerary employees not entitled to bid on permanent positions through the job call system.

Having negotiated these agreements, the Program was able to proceed with the full co-operation of the Unions.

Liaison with Consumers and Consumer Groups

Both consumer organizations and disabled individuals had input to the Program and were consulted with respect to design and implementation. Referrals to the Program came from a broad spectrum of consumer organizations. Individuals with both visible and hidden disabilities were referred to the Program. Appendices 2 and 3 document the source of referrals and the types of disabilities that came to Metro's attention.

Metro recruited successfully by advertising in the consumer periodicals shown in Exhibit 12.

International Year Grants

During 1981, grants totalling $29,518.95 were given to sixteen consumer organizations in support of special projects undertaken in conjunction with the 1981 International Year of the Disabled. The grant schedule may be found in Exhibit 2.

EXTENDED EMPLOYEE REHABILITATION PROGRAM

A major initiative extended the Employee Rehabilitation Program so that more Metropolitan employees who had incurred a work-related disability while in Metro's employ and who were not currently working could be assisted to return to the Metropolitan workforce.

Any reduction in the number of employees collecting Worker's Compensation or Long Term Disability is a direct cost saving to the Corporation. Disabled and injured employees not only receive compensation, which Metro funds, but they must be replaced in the workforce by a temporary employee who must be recruited and hired at additional cost. As well as the added expense of covering off the disabled employee, there is a loss in productivity for any employee who is receiving 75% of his or her salary while unable to work, in addition to retaining full benefits coverage.

Twenty-seven disabled Metro employees were funded by the Equal Employment Program in 1981 and 1982. Three disabled individuals were returned to their original position, while seven were placed in modified or alternate positions. Eleven disabled employees were paid by the Rehabilitation Program while receiving on-the-job training, while two individuals received education in outside institutions. These individuals were paid the standard Rehabilitation rate of $9.80 per hour or $20,462 per annum. At the end of 1982, two individuals were still being funded by the program while performing modified duties and two individuals were taken off the program and returned to their original Departments on WCB benefits due to recurrence of injury.

In addition, fourteen employees were assisted by the Rehabilitation Program in returning to the workforce. Although their wages were not funded by the Program, they were placed into their original positions with modifications or alternate positions on a trial basis so that they could be assessed to determine if they were capable of performing the essential duties of the position. They were all in receipt of Worker's Compensation benefits at the time of involvement with the Program. Four returned to their original positions (with modifications) and ten were placed permanently in alternate classifications. All were funded by the Department in which they were placed and were filling a position on that Department's establishment. In all the above fourteen cases, these employees were placed against a vacant requisition. This component of the program was perhaps the most cost-efficient in that it provided work opportunities for the disabled without a cost factor to the Rehabilitation

Program budget, although the Program's resources were utilized fully for the purpose of training or placing the employee.

Of the 27 individuals funded by the program, 24 had previously been collecting WCB benefits and three had been receiving Long Term Disability benefits. All ten individuals who were placed in their original, modified or alternate positions were receiving WCB benefits. Case studies of these ten individuals are included below.

Case Studies

Employee A.D., aged 48, was a heavy equipment operator in the Metropolitan Works Department. In addition to back and leg injuries, this employee was chronically depressed, had not worked since December, 1979 and had been placed on Worker's Compensation. This employee was funded by the Rehabilitation Program from January 25, 1982 to December 2, 1982 when he was placed in a modified labourer's position in the Metropolitan Works Department. When it was established that he could perform the duties of modified labourer he was removed from the Rehabilitation Program in December, 1982. This placement was monitored from December, 1982 to the end of March, 1983 when this employee was promoted to the position of truck driver. This employee drew benefits for a period of two years. The cost to the Corporation in salary, benefits and replacement was $91,536. After rehabilitation the present cost is his salary ($20,462) plus benefits.

Employee C.D., aged 49, was originally a labourer in the Metropolitan Roads and Traffic Department when an injury to his back and neck required him to be placed on Worker's Compensation in July, 1979. This employee was placed on the Rehabilitation Program from September 1, 1982 until October 25, 1982 when he was assigned to a modified labourer's position. As a result of the Rehabilitation Program's efforts, this employee was placed on the Roads and Traffic Department's permanent establishment in a vacant position as a labourer, effective October 26, 1982. The cost including replacement expenses, to maintain this employee for 2 3/4 years on benefits was $112,540. Present cost to the Corporation of this employee is his labourer's salary ($20,462) and benefits.

Employee D.L., aged 47, was originally a truck driver in the Roads and Traffic Department earning a salary of $22,321. As a result of injuries to his back, he was placed on Worker's Compensation in November, 1980. He was placed on the Rehabilitation Program from September, 1981 until October, 1982. Due to a number of physical problems, this employee required additional modifications to his duties and because of this, an extensive period of

time was allotted to assess his capabilities. In October, 1982, this employee was removed from the Rehabilitation Program and placed on the Roads and Traffic establishment in a vacant position as a labourer. This employee received ten months of benefits. These costs and the costs of replacement amounted to a total cost to the Corporation of $37,052. The present cost to the Corporation now that this employee has been placed in a position that is on the existing establishment of the Roads and Traffic Department is $20,462 annually, plus benefits.

Employee F.H., aged 47, was originally a nursing attendant in the Department of Community Services. Due to leg and back injuries, she was placed on Worker's Compensation in August, 1979. She was placed on the Rehabilitation Program in December, 1981 until the end of January, 1982 and during this time was given on-the-job training for a clerical position. She was placed in a vacant permanent Clerk 4 position in the Community Services Department. This employee spent over two years on benefits at a cost, including replacement expenses, of $79,814. The present cost to the Corporation of this employee is her annual salary ($17,351) plus benefits.

Employee M.J., aged 56, was formerly a refuse crane operator in the Metropolitan Works Department. Due to back injuries he was placed on Worker's Compensation in February, 1980. In September, 1981, he was brought into the Rehabilitation Program and received on-the-job training as a weighmaster in the Works Department. His placement was monitored and assessed with the result that in July, 1982, he had successfully completed a training program that enabled him to be assigned to a vacant position as weighmaster in the Works Department. This employee spent 1 2/3 years on benefits at a cost to the Corporation, including replacement costs, of $75,974. The present cost to the Corporation of this employee is his annual salary of $21,423 and benefits.

Mr. S. G., aged 61, originally was a yardman in the Roads and Traffic Department. Because of a serious heart condition, he was placed on Worker's Compensation in August, 1980. He was returned on a trial assessment basis to his original position with some modifications in November, 1981 until December, 1981. He successfully demonstrated that he could perform the essential duties of his original position with some modification. This employee spent 1 1/4 years on benefits at a cost to the Corporation, including replacement costs, of $52,982. The present cost to the Corporation is his salary ($21,193) and benefits.

Mr. V. D., aged 42, was a station operator with the Metropolitan Works Department. Due to knee and leg injuries, he was placed on Worker's Compensation in May, 1980. He was placed

as a Clerk, Grade 3, in the Housing Division, Community Services Department on a permanent basis under the Rehabilitation Program in September, 1980. In 1982, he maintained that his physical condition had improved and he was placed in a station operation on a trial basis to assess his capabilities and determine if he was physically able to handle his original position. This employee was able to return to his original position in the Works Department in February, 1982. This employee spent $1^{2}/_{3}$ years on benefits at a cost to the Corporation, including replacement costs, of $75,000. The cost to the Corporation for this employee now is the cost of his annual salary ($22,592) and benefits.

Mr. M. C., aged 34 was a truck driver in the Metropolitan Works Department. Due to a back injury, he was placed on Worker's Compensation in November 1978. In September 1981 he was returned to his original position on a trial basis to assess his capabilities. After an initial assessment period, he was able to demonstrate that he could perform the essential duties of his position and in October 1981 he was removed from the Rehabilitation Program and placed in a vacant permanent position as a truck driver. This employee spent $2^{3}/_{4}$ years on benefits at a total cost, including replacement, of $122,765. The cost to the Corporation of this employee at present is his annual salary of $22,321 and benefits.

Mr. R. R., aged 57, was an ambulance driver attendant with the Department of Ambulance Services. Due to recurring back and hip injuries, he was placed on Worker's Compensation in November 1981. He was immediately placed in an on-the-job training position in the Department of Community Services and after three months, in January 1982, he was assessed as fit for a modified position as a hostel shift supervisor in the Community Services Department. It is estimated that this employee's recurring injuries resulted in a cost to the Corporation, including replacement costs, of $66,765. The cost to the Corporation of this employee at present is his annual salary ($24,012) plus benefits.

Mr. R. H., aged 53, was a heavy equipment operator in the Works Department. Due to back and shoulder injuries he was on Worker's Compensation in May 1979. Mr. R. H. received on-the-job training as a patrolman in the Roads and Traffic Department and was monitored and assessed by the Rehabilitation Program between March 1982 and April 1982. This employee successfully completed a training period, was removed from the Rehabilitation Program and placed in a vacant position as a patrolman. This employee spent two years and ten months on benefits at a cost including replacement of $129,191. Present costs to the Corporation are his annual salary of $21,945 and benefits.

The above ten individuals who were returned to employment through this Program had been on WCB benefits for an average of 1.9 years each, costing the Corporation approximately $465,158 in WCB benefits, sick pay supplements and WCB administration costs, (i.e. 14% of benefits paid). In addition, each employee had to be replaced in the workforce by temporary staff at approximately equivalent wages, resulting in a total cost to the Corporation of approximately $841,920 for these ten individuals alone.

If one refers to the cost-benefit scenario presented on Page 38, the cost savings in this Program alone are self-evident. Exhibit II is a summary of the 1982 Worker's Compensation costs to the Metropolitan Corporation. This places in perspective the cost benefits to be achieved by placing disabled employees back in the Metropolitan workforce.

This component of the Program has not been without criticism. Legislation does not at present clearly define the employer's obligation to a disabled employee. Recommended changes to Worker's Compensation Legislation as proposed in the Weiler Report are still receiving the attention of the Ontario Cabinet. As well, changes to the Ontario Human Rights Code provide that disabled persons only meet the requirements of being able to perform the "essential duties" of a position. While disabled workers are filing complaints with the Ontario Human Rights Commission, the obligation of employers with respect to their disabled employees at the time of the writing of this report has not been put to the test of a Commission Board of Inquiry.

In the course of giving educational seminars to Metropolitan employees, it became apparent that unacceptable, negative attitudes with respect to disabled workers still exist. There are, however, bona fide management constraints, particularly with respect to operating Departments in returning disabled workers to labour intensive positions. Some Metropolitan positions, such as that of Ambulance Driver/Attendant where there is a high disability incidence, present a particular challenge. For example, there are not too many ways to modify an Ambulance Driver's job, if at all. Other positions, such as Labourer, are also difficult to modify, particularly for an employee with a back injury.

It is clear that management and unions will have to continue to work together to resolve a number of outstanding issues relative to employee rehabilitation. Provisions in the Collective Agreements with Locals 43 and 79 of the Canadian Union of Public Employees permits preference be given to disabled employees for jobs that are available. It will be necessary for Metropolitan Departments to work closely and co-operatively together in order to provide a Corporate solution to the special problems that are presented when a disabled employee is

unable to return to a position in his or her own Department but is able to perform work of another kind in another Department.

When one considers the investment in human resources, the changed legislative environment, as well as the advanced rehabilitation technology now available, it is important that these initiatives extended during 1981 and 1982 be continued. Disabilities are costly. The best investment Metro can make is to prevent them in the first place.

Summary

An employer cannot expect to undertake a successful program of external recruitment of disabled persons without first paying attention to the management of its own disabled employees. A positive environment with respect to disabled employees can improve the morale in an organization and greatly assist that organization in early identification of potential disabilities, thus enabling the organization to institute preventative measures that will result in significant cost savings.

EQUAL EMPLOYMENT INITIATIVES

MANAGEMENT PHILOSOPHY

Metro's goal is to normalize the recruitment and employment of qualified disabled individuals. The primary objective is to make required changes to employment systems and to institutionalize those changes. It is considered essential that a disabled job applicant be able to apply for employment in the Metropolitan Corporation in the same way as anyone else.

RECRUITMENT AND EMPLOYMENT

The achievement of these goals and objectives, requires that specific management initiatives be taken. First, an applicant must be able to access the Metropolitan Personnel Department. Accordingly, this Department was relocated and renovated to standards of accessibility that would not only permit disabled job applicants ease of access, but would also make it possible for the Department itself to employ disabled individuals.

In addition to physical accessibility, "Technical Aids" were provided so that, for example, individuals with hearing or visual disabilities could be enabled. The Metropolitan Personnel Department is equipped with visual aids for the blind as well as telephone communications equipment necessary to assist persons who may be profoundly deaf or hard of hearing. Efforts were made to ensure that the disabled applicant was not paternalized when applying for a job but was rather encouraged to be self-initiating and self-directing.

The Corporate employment application form was revised to reflect anticipated changes in Human Rights Legislation and to remove any questions on the form that were not job-related. As did many employers', the application form in use prior to 1981 asked the question, "Do you have any physical defects?"!

Outreach Recruitment

When employers undertake new intiatives that attempt to reverse entrenched and historic patterns of employment, it is very important to advertise the changes being made. As well, it is important to communicate a willingness to consider individuals who previously were not given fair consideration. During 1981 and 1982, Metro advertised extensively in consumer

journals its willingness to employ qualified disabled individuals. Metro also advertised its willingness to provide "reasonable accommodation" by providing technical aids and worksite renovations where required. The over four hundred (400) disabled job applicants who directly applied to Metro in less than an eighteen-month period are the result of this aggressive outreach strategy.

"Reasonable Accommodation"

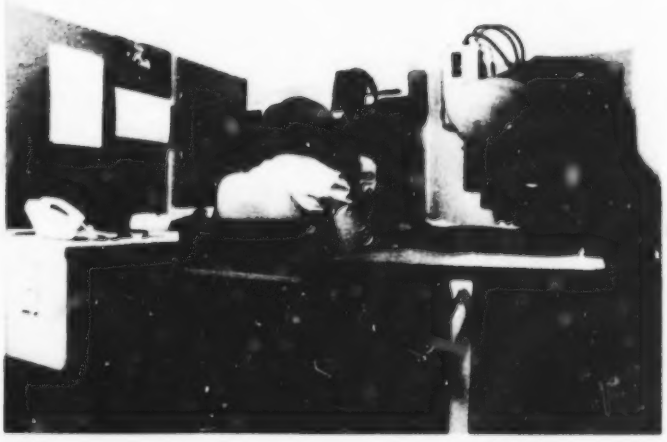
Some disabled individuals require the use of a variety of technological tools, known as "Technical Aids" which enable a disabled person to carry out functions which they would otherwise be unable to do. For example, without the use of a telephone for the deaf, a hearing disabled person would be unable to communicate and carry out an everyday work requirement. Without the use of a "Visualtek," a blind dicta typist would be unable to monitor and correct copy. Metro established a corporate fund for technical aids which often made the difference between an individual being employable and remaining at home on social assistance.

Prior to the introduction of Ontario's new Human Rights Code in June 1982, employers expressed concern with respect to costs that might be associated with the provision of these aids. **Two years of experience has demonstrated that the aids are essential and the cost is minimal.** The provision of these aids is well within the capacity of a large corporation to provide. For those employers who are unable to meet this financial obligation, a variety of subsidies are available.

Employers do need assistance in securing these aids, particularly those aids that are manufactured outside of Canada and have a long lead time before being supplied. In this regard it became Metro's practice to stock a number of aids in order to have them available when they were required. **The failure to have an aid available at the commencement of employment can jeopardize a job placement.** The provision of technical aids by Metro directly on a corporate basis was an important management strategy.

A listing of Technical Aids purchased by Metro is provided in Exhibit 9. It will be noted that electric typewriters were considered to be technical aids where they were not a standard requirement for a Department. Many individuals with a lack of motor control require an electric typewriter with a specific tension adjustment. This is a small example of the flexible accommodation required by management in the employment of a disabled individual.

Accessing the Metropolitan Personnel Department through push button doors.



Metropolitan employee, Community Services Department, working with the assistance of a visual aid. Technical aids are provided from a Corporate Fund established for this purpose

Metropolitan employee, Roads and Traffic Department.

The provision of Technical Aids, modest worksite renovations, or minimum job re-structure has not proven onerous nor expensive.

RECOMMENDATION #1: **That Metropolitan Toronto continue to provide a Corporate fund for the purchase of technical aids for use by disabled employees and that this fund be administered on behalf of all Metropolitan Departments and the Metropolitan Licensing Commission by the Metropolitan Personnel Department.**

Where the accommodation requires a redistribution of workload to other employees as part of job restructuring, there have been difficulties. Provisions in the Ontario Human Rights Code, 1981, Statutes of Ontario, 1981, Chapter 53, are as follows:

"16. - (1) A right of a person under this Act is not infringed for the reason only,

(a) that the person does not have access to premises, services, goods, facilities or accommodation because of handicap, or that the premises, services, goods, facilities or accommodation lack the amenities that are appropriate for the person because of handicap; or

(b) that the person is incapable of performing or fulfilling *the essential duties or requirements attending the exercise of the right because of handicap."

*emphasis added

The practical application of this recent provision in law is that an employer who is considering a handicapped person must make any employment decision, including promotion, transfer, and training, solely on the **"essential duties"** or requirements of a specific position. For example, a medical dicta typist may not be able to file, open mail, and cover off another clerical worker during vacation, illness, or absence. In this example, the blind dicta typist can perform the essential duties of the position, i.e., transcribe dictation. It has been Metro's experience to date that when this type of accommodation is made on behalf of a disabled employee there are problems with peer groups who sometimes resent having to share the non-essential duties of another employee. This is a sensitive area requiring a firm stand by management and a positive commitment to the scope and intent of legislation that is intended to change the workplace practice of employers and employees.

Physical Accessibility and Worksite Renovations

During the first two years of the program it was not necessary to make any significant expenditures of funds relative to physical renovations with the exception of washrooms and ramps. It was relatively easy to correct and modify worksites owned and operated by Metro.

There have, however, been difficulties when space is leased from private landlords. While Metro has been prepared to make the required renovations to leased workspace, some landlords have been unwilling to provide external accessibility to the public areas, for example, the main entrance in buildings where Metro is a tenant. In some instances, Metro has prevailed successfully with landlords who have had office entrances and other amenities renovated to standards of accessibility.

In order to ensure that Metro does not find itself in the position of being unable to hire qualified individuals with mobility restrictions, it is important that a Council policy be in effect that will require office space leased by Metro to be renovated to standards of accessibility as a condition of the lease. It is within the resources of the Corporation to provide required accessibility in the leased space itself, i.e. offices or work areas, but the Metropolitan Corporation should not be required to pay for those accessibility features, such as entrances, hallways, and public washrooms, that are part of general leasehold improvements of benefit to all tenants in a building accessed by the public.

RECOMMENDATION #2: **That landlords be required to provide an accessible public entrance and other accessible features as required in the public areas of any property leased by the Municipality of Metropolitan Toronto.**

RECOMMENDATION #3: **That at the time of any renovation, Metropolitan office worksites be renovated to standards of accessibility and that no new leases be signed where such renovations cannot be satisfactorily carried out.**

"Essential Duties," Generic Job Classifications, and Testing

Employers with too broadly defined classification systems will find that there will be problems resulting from the application of the "essential duties" provision of the Ontario Human Rights Code. It will become increasingly important to define jobs as specifically as

possible, particularly with respect to the essential duties of any particular position. A physical demands analysis of positions is also necessary.

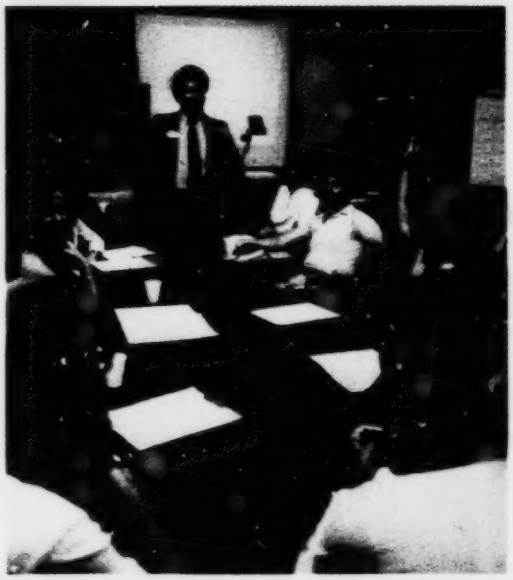
The Metropolitan Corporation has generic (i.e. broad, general) job classifications and generic job descriptions (e.g., Clerk, Grade 3; Handyman, Grade 3; Light Duty Cleaner). In administering Metro's Classification system, it has become essential for managers to determine the "essential duties" for a specific position when dealing with a disabled applicant or employee. In this connection, it is necessary to make accommodations in testing where required, for example, providing a dicta typing test rather than a copy typing test for a blind applicant. It has sometimes been necessary to dictate examinations to a person without any vision or to transcribe the answers for a person unable to write. This is an area requiring flexibility and common sense on the part of an employer.

Medical Fitness

Under Ontario's Human Rights Code (See Appendix 6), employers are now required to assess an individual's medical fitness only in respect of a specific job. This change in legislation has been very helpful to disabled persons as previously it was not uncommon for qualified applicants to be refused a position because they could not meet extensive health requirements that bore no relationship whatever to the specific requirements of a specific position. Metro now contracts its employee medicals to an outside firm of consultants for job-related medical assessments. In conjunction with this occupational health assessment, physical demands analyses have been done for all positions in the Corporation. This ensures that, when an individual is refused employment on a medical ground, the refusal is based on a job-related "bona fide" qualification. In this way, compliance is assured in respect of the Ontario Human Rights Code.

EMPLOYEE EDUCATION AND PUBLIC RELATIONS

This major Corporate project was an education for everyone involved. The outreach recruitment strategy was a form of education targeted at the general public to make them aware of Metro's initiatives. A number of public speaking engagements by the Metropolitan Chairman, including several to the business community, deliberately raised the profile of the Program. Of specific note were adresses by the Metropolitan Chairman to the Chief Executive Officers of fifty (50) corporations with head offices here in Toronto, the Institute of Public Policy and Research whose membership includes key private sector companies, and to



Employee seminar

One of several visual displays promoting the program

a national conference on employment sponsored by the Canadian Rehabilitation Council for the Disabled.

It was important to market and promote Metro's Equal Employment initiatives to those key Metropolitan officials who actually make hiring decisions. With this in mind, Metro hosted a working breakfast in the early stages of the program which set out the objectives Metro staff was expected to meet.

Promotional materials in the form of posters and visual displays were exhibited in all Metropolitan Departments. An audio visual employee orientation was developed and subsequently became part of every new employee's introduction to the Metropolitan Corporation. Additionally, a specific audio visual was developed for use in staff training seminars.

Sixty-two (62) seminars were delivered to 660 members of management and supervisory staff in twelve (12) Departments of the Metropolitan Corporation between September 1, 1982, and January 31, 1983 (see Appendix 4.2). A seminar outline is included in Appendix 4.1. These seminars also served to introduce Metropolitan staff to the new Ontario Human Rights Code (Appendix 5).

During 1981 and 1982, Metropolitan staff in key positions were sent to a number of local conferences, workshops, and seminars sponsored by organizations such as the Ontario Social

Development Council and the Ontario March of Dimes. Funds from the Program were also used to pay the cost of Union participation at these educational events.

At the end of 1982, a corporate-wide employee education program was initiated with respect to the new Ontario Human Rights Code. The new Code conferred rights on the handicapped for the first time in Ontario's history and the Metropolitan Corporation was in a lead position. The audio visual and other promotional material developed by Metro have been used by the Ontario Human Rights Commission in the training and orientation of their staff. These materials have been loaned to a number of other employers and organizations including the Handicapped Employment Program, Ontario Ministry of Labour.

A major educational initiative was to prepare a brochure on the Equal Employment Program for the Disabled and to distribute it to every Metropolitan employee. This booklet is now given to every new employee at the time of their employee orientation.

Metro's Equal Employment Program for the Disabled has had high visibility. It has provided a common ground for Corporate initiatives in a relatively young organization that, to date, has attempted few Corporate-wide projects. Employee evaluations indicate that Metropolitan employees gained personal satisfaction from participating in this project.

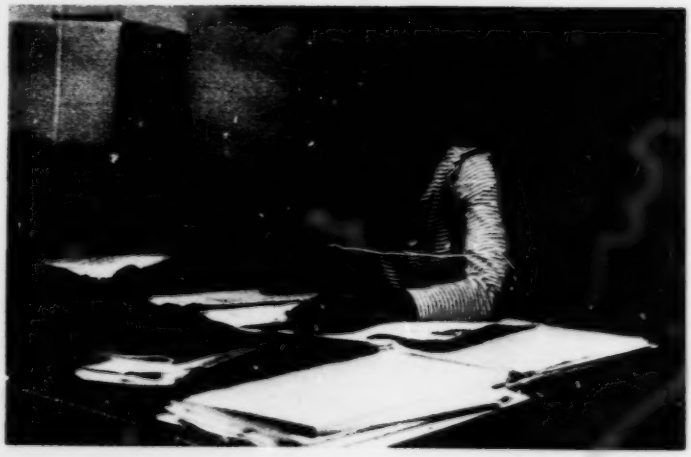
The formal evaluation and monitoring component which was built into the Program was also an educational tool. Considerable efforts were made to follow up with Supervisors both before and immediately after the placement of a disabled employee. It was identified that it was important initially to assist supervisory staff in dealing realistically with disabled employees. Performance reviews were required to be carried out jointly by supervisor and disabled employee and were an important educational and developmental tool.

INTERNSHIP PROGRAM

The most significant and strategic initiative of the Equal Employment Program for the Disabled was the creation of Metropolitan Internships. These Internships were established to provide short term, temporary employment to disabled individuals of working age, who had no previous permanent employment, in order to enhance their ability to compete successfully for employment in a highly competitive job market. The conditions and terms of reference for this initiative may be found in Exhibit 13.

A secondary objective of the Internship was to give Metropolitan staff and disabled individuals mutual exposure to a shared learning curve. A prior assumption was made that

Metropolitan Chairman Paul V. Godfrey in discussion with university students recruited by the program.



Law student working with the assistance of a visual aid in the Metropolitan Legal Department.

Metropolitan Parks Department intern making rounds on Centre Island Park.

many disabled adults attempting to enter highly competitive job markets were usually unprepared because they had not had access to those summer and part-time jobs that serve as informal career paths for the non-disabled. Another prior assumption was that existing employment programs, on the whole, had been rigid and that subsidized programs had proven unsuccessful. Once the subsidies were removed, so were the jobs. The Internship Program was also a strategy designed to involve every Department in the Corporation and to spread the ownership of the program so that when the demonstration period ended, the strategies could be institutionalized.

The Internship strategy has proven to be an unqualified success. Metro placed thirty-nine (39) individuals in forty-six (46) different Internship positions with seven (7) persons receiving two (2) Internships each.

As of January 1, 1983, three (3) individuals were completing Internships. Twelve (12) Interns went on to full-time employment with Metro. Of these twelve, ten (10) are still employed with Metro. Two (2) left to take permanent employment elsewhere. Two (2) former Interns are currently employed in the Casual Service. Eleven (11) Interns terminated their employment successfully, one (1) is on recall for Casual employment and one (1) is now working elsewhere on a part-time basis. Eleven (11) Interns were unsuccessful in their placements. The reason most commonly cited by supervisors for unsatisfactory rating on termination was that the individuals were not "work ready," i.e., they had little motivation to do well in the job. In only three (3) cases was it determined that the disabled individual was not qualified or unable to do the job he or she was hired to do.

The overall success rate for placements made through the Internship Program was seventy-six per cent (76%) with just under one in four placements unsuccessful. The average cost of an Internship was under three thousand dollars ($3,000) per individual. The average age of Interns was twenty-five (25) years. This is somewhat lower than the overall average age of disabled applicants (32 years) and employees (30 years) and may account for the relatively high rate of placements that were not successful. Lack of experience on the job, however, may be more significant than age in determining the reasons for unsuccessful placements. The Internship Program was a high risk initiative in that inexperience was the major qualifying factor aside from disability. When this is taken into consideration, the results must be assessed as exceeding expectations. Educational levels for non- successful Interns were also below the Corporate average for disabled employees, averaging out at less than Grade

12. Out of the fourteen (14) disabled employees who had less than Grade 12 education, ten (10) were Interns who were Terminated Unsatisfactory.

Interns performed a wide range of duties as is indicated in Exhibits 3, 4, 5, and 6. As well, the disabilities of the Interns covered a wide spectrum.

Pay Scales for Interns

By agreement with the Unions, Interns were paid hourly wage rates and restricted to twenty-four (24) hours of work per week. Their employment status did not confer bidding rights for permanent positions.

A base hourly wage rate for Interns was struck in 1981 at $5.15 per hour. As Interns immediately demonstrated different skill levels, four (4) wage classifications were subsequently assigned. The Technical Classification rate was assigned, for example, to an individual with technical certification but no previous work experience (i.e., a graduate Planner). The Professional rate was paid to a Business graduate. Most Interns were paid at the Clerical, Manual, Senior Clerical or Senior Manual rates. The Internship classifications and wage rates were as follows:

Classification	1981 ($)	1982 ($)
Clerical Intern Manual Intern	5.15	5.80
Senior Clerical Intern Senior Manual Intern	6.50	7.30
Technical	8.00	9.00
Professional Intern	10.00	11.25

The following examples tell the story of Metro's Internship initiatives.

David, aged thirty-eight, was referred to the Internship Program by his social worker in the Metropolitan Toronto Housing Company where he lived. Dave had spent the previous eight years of his life crippled by arthritis. He was three courses short of completing his M.B.A. when he arrived for his initial interview. Dave successfully completed two Internships in the Metropolitan Treasury and Management Services Departments where he worked in a hands-on job as a Budget Analyst. Dave is now successfully employed as a Financial Analyst with another employer.

William, aged twenty-six, was referred by the staff of the Work Activity Program of the Community Services Department. Bill suffered from severe epileptic seizures and his initial Internship assignment to a Home for the Aged was inappropriate. However, when reassigned to the Property Division of the Parks and Property Department, he was able to perform satisfactorily. Bill, who had spent several years on Welfare Assistance, is now married and a permanent employee of the Community Services Department as a Cleaner, Heavy Duties. Bill's story illustrates that, because the Metropolitan Internship Program had flexibility and was able to take risks, successes were possible. In this case in particular, it was possible to destroy the stereotypes and myths that are usually associated with a hidden disability, such as epilepsy, that generally results in excluding these individuals from working in labour intensive jobs.

Mary, aged twenty-one, was referred to the Internship Program by the Ontario Crippled Children's Centre. Mary's only exposure to the workplace had been a previous six-month volunteer job. Mary shared a common background with many other young persons with Cerebral Palsy who had severely restricted opportunities to acquire any skills that would be competitive in the workplace. Mary interned in the Social Services Division of the Community Services Department and is now employed by the Metropolitan Housing Company as a Clerk.

RECOMMENDATION #4: **That the 1984 estimates of the Metropolitan Personnel Department provide for no fewer than ten internships in 1984 and that this program be evaluated prior to submitting 1985 budget estimates.**

RECOMMENDATION #5: **That Metropolitan Boards and Commissions be requested by Council to fund Internships for disabled individuals.**

SUMMER EMPLOYMENT PROGRAM

The summer employment initiative was a management strategy of recruiting for success. Since the primary goal of the Equal Employment Program for the Disabled was to normalize the hiring of qualified disabled individuals, it was an appropriate strategy to hire from university and college campuses.

In the spring of 1982, universities and colleges were contacted directly and asked to make employment referrals. Eighteen (18) university and college students were personally interviewed. Ten (10) students were employed for a period of approximately twelve to

fourteen weeks and assigned career-related positions in Metropolitan Departments. Salaries of the students were paid by the Equal Employment Program at the rate of $7.30 per hour.

York University, which has made an effort to provide an accessible campus as well as to provide on-site services to disabled students, was responsible for six (6) referrals. One student came from the University of Waterloo, two from the University of Toronto, from the Law School and the Faculty of Arts, and one student from Sheridan Community College.

This initiative was an unqualified success. The generally above-average calibre of the students demonstrated to Metropolitan officials that the "untapped potential" referred to in the Metropolitan Chairman's Inaugural Address on December 9, 1980, was easily within the reach of any employer astute enough to press the advantage.

A brief description of the students, their educational abilities and the tasks they were assigned, will serve to illustrate the scope of this initiative.

Joanne, aged twenty-one, profoundly deaf since birth, was a Fine Arts student at the University of Waterloo. She was accompanied by her mother to her interview because in prior employer contacts she had been rudely treated when she was assumed to be mentally deficient as well as deaf. Joanne worked the summer of 1982 in the Personnel Department and was also assigned to the Metropolitan Chairman's Office for special projects. Joanne was an outstanding performer and was rehired for the summer of 1983 to work in the Management Services Department where she could put her artistic talents to use designing graphics for Metro reports.

Maureen, aged thirty-eight, was a part-time student at York University. Maureen was confined to a wheelchair as a result of multiple sclerosis. She worked the summer of 1982 in the Personnel Department as a receptionist. A range of accommodation was provided in order that mail could be opened with the help of an electric letter opener as well as messages taken by a dictaphone hooked up to the telephone system. Neither Maureen nor her doctor had felt that she could tolerate full-time employment.

Sandra, aged twenty-six, was a doctoral student at York University. Sandra proved herself to be a most able researcher and was hired on a Casual basis by the Children's Services Division of the Community Services Department on special assignment throughout the 1982 - 1983 year. Sandra was placed in the Children's Services Division in view of the fact that her doctoral thesis was on Early Childhood Education.

John, aged twenty-three, was completing his education at York University with a major in Economics and Business. John was placed in the Financial and Administrative Section of the Community Services Department and worked on the preparation of that Department's budget. He returned to University in September 1982. While Metro was anxious to have him back, he was not available for summer employment in 1983.

Bruce, aged twenty, was an undergraduate student at York University. A quadraplegic, Bruce was assigned to the Metropolitan Planning Department where his interest in transportation planning could be pursued. Bruce was rehired by this Department for the summer of 1983.

Sally, aged twenty-three, was pursuing an Honours Degree in Economics at the University of Toronto. She was hired as a summer student and placed in the Chief Administrative Officer's Department where she worked on a special project. Sally was rehired by the Metropolitan Personnel Department in the summer of 1983. Sally's dyslexia has prevented her from obtaining consistent employment. She is continuing her studies at the post-graduate level.

Richard, aged thirty, was completing his Sociology studies at York University, when he was hired in the summer of 1982 to work in the Community Services Department, Social Services Division. Richard, a paraplegic, who drives his own car, resumed his studies at York University in preparation for entering the permanent work force in June of 1983.

Peter, aged forty-four, was a student at York University proceeding to a degree in Environmental Studies which he obtained in May 1983. Peter, a paraplegic, was appropriately assigned to a project in the Housing Division of the Community Services Department which has many projects under development with respect to the disabled.

Gordon, aged twenty-one, was a community college student at Sheridan College pursuing studies in Early Childhood Education. He was assigned to work in the Children's Services Division of the Community Services Department. This was this young man's first paid position.

Barbara, aged thirty-nine, had completed her first year of Law School when she contacted the Program and was hired by the Metropolitan Legal Department in the summer of 1982. Barbara, who is legally blind, was subsequently rehired by the Metropolitan Legal Department in June 1983.

The Summer Employment Program was a success, not only with Metropolitan Departments but with the students themselves. Student evaluations were unequivocally high in their praise for this employer initiative. Success can be attested to by the fact that there was no difficulty rehiring students or placing them the following summer (1983). Further indication of the Program's success was the willingness of Deparments to pay the students' 1983 salaries out of Departmental budgets. Consequently, in the preparation of the 1983 budget for the Equal Employment Program, funds for Interns and Summer Students were reduced. These reductions were appropriate on the basis that Metropolitan Toronto cannot be the only employer who is prepared to put forward these initiatives. Hiring disabled summer students is well within the resources of middle and large-size employers. The average cost of a summer student was approximately $3,000. In the summer of 1983, Metro hired six (6) disabled summer students. Out of the original group of ten (10) that had been hired in the summer of 1982, four (4) were rehired. Two students (both legally blind) were added to the Program for the summer of 1983.

Alan, aged twenty, a Bachelor of Commerce student at York University, was hired by the Community Services Department to work on the preparation of the 1984 budget.

Ross, aged thirty-six, a Social Services student at Ryerson Polytechnical Institute, provided counselling assistance at the Family Residence in the Social Services Division of the Community Services Department.

Summary

Even in depressed economic circumstances, it is well within the range of most employers to hire a disabled summer student. For the larger employer, conscious of obligations under the new Ontario Human Rights Code, this is an appropriate strategy to pursue in the long-term interest of ensuring that qualified, able individuals are hired.

RECOMMENDATION #6: **That Metropolitan Toronto continue to offer summer positions to disabled university and college students and that the 1984 budget process provide sufficient flexibility either within the Personnel Department budget and/or Departmental budgets to ensure that hiring levels do not fall below a minimum of six (6) positions in the summer of 1984.**

RECOMMENDATION #7: That Metropolitan Boards and Commissions be requested by Council to undertake to recruit disabled university and college students as part of their regular summer hiring program in 1984.

EVALUATION AND COST BENEFIT

SUMMARY OF EMPLOYMENT TRENDS

Metro placed a total of seventy-six (76) individuals in one hundred and nine (109) different positions in an eighteen-month period between July 1, 1981, and December 31, 1982. Placements were primarily made at entry level jobs in a range of occupational categories. Of the 109 placements, fifty (50) were made in the Community Services Department, twenty (20) were in the Parks and Property Department, and the rest were spread evenly over other Metropolitan Departments:

-44% of the placements were in the Clerical stream;
-23% of the placements were in Manual occupations;
-13% of the placements were in Social Services occupations;
-8% of the placements were in Technical occupations;
-7% of the placements were in Service occupations;
-5% of placements were in professional occupations.

Metro's success in attracting a large number of disabled job applicants during this period (402) was an indication of the numbers of disabled persons actively seeking work. Job applicants for all categories of employment (i.e., full time, internships, and summer employment) had an average age of thirty-two (32) years. Applicants who were hired had an average age of thirty (30) years. While these ages are higher than would be expected for non-disabled employees at the entry level, they are consistent with evidence from other studies which suggest that disabled individuals have often been denied normal life-styles and therefore enter the labour market at later stages in life than would non-disabled persons.

Disabled employees had, on average, some college or university education. Out of seventy-six (76) employees:

-17 had one or more university degrees;
-20 had some college or university education;
-25 had Grade 12 or Grade 13 education;
-14 had less than Grade 12 education.

There is a strong correlation between level of education achieved and a disabled individual's job success. Of people with educational levels of Grade 12 or less, sixteen (16) were not successful in their placements, where only three (3) individuals with some college or university were not successful. Education may contribute directly to an individual's job skills, or indirectly to their "job readiness" or capability to be disciplined and responsible on the job.

Metro hired individuals with a wide range of disabilities, including epilepsy, quadriplegia, paraplegia, cerebral palsy, multiple sclerosis, hearing loss, blindness, learning disabilities, developmental disabilities, and emotional disabilities. Success or failure on the job did not correlate with the type of disability at all. Whether the disability was acquired or congenital made no difference to the individual's success or failure on the job.

Full-Time and Part-Time Employment

Metro's placement strategy was to integrate disabled individuals with appropriate job skills directly into the workforce at all levels. From July, 1981, to December 31, 1982, thirty-six (36) Temporary, eleven (11) Casual, and five (5) Permanent placements were made for a total of fifty-two (52).

-12 Interns were subsequently placed in the Temporary Service. Of these, 2 were appointed to the Permanent Service and 8 were in the Temporary Service as of January 1, 1983;

-21 individuals were placed directly into the Temporary Service without benefit of participation in the Internship Program. Of these, 3 had gained Permanent status as of January 1, 1983. As of July 31, 1983, an additional 5 individuals from the Temporary Service gained Permanent status;

-7 individuals hired on a Temporary basis were terminated with a Satisfactory rating and all have been subsequently recalled.

-6 individuals hired on a Temporary basis were Terminated Unsatisfactory.

-6 individuals were hired directly into the Casual Service; of these, 2 are still employed and 2 have been recalled.

-2 Interns were subsequently placed as Casual employees.

-2 Casual employees were Terminated Unsatisfactory.

Not successful in their placements were six (6) "Temporaries" and two (2) "Casuals" giving a total of eight (8) unsuccessful placements out of fifty-two (52) Casual, Temporary, and

Permanent placements made. This represents a ratio of eighty-five per cent (85%) successful to fifteen (15%) unsuccessful placements.

While an individual's failure to do well in the Internship Program was generally related to his or her lack of work readiness, no general reason can be discerned for Temporaries or Casuals who failed to do well. However, the average age of Temporaries and Casuals who were Terminated Unsatisfactory was substantially higher (37 years) than the average for all disabled employees (30 years) as well as all disabled individuals who were interviewed for positions (32 years). Levels of education were lower than average with non-successes having on average Grade 12, while successful disabled employees had on average some college or university education. Non-successful placement occurred mostly in the manual and service occupations, while for Interns, non-successes were mostly in the Clerical stream.

If one refers to Exhibits 3, 4, 5, 6, and 7, it can be readily observed that the recruitment and hiring strategy initiated in the summer of 1981 has resulted in incremental hiring gains. **Hiring gains were made in a wide range of occupations and classifications and job ghettos were not created.** This must be identified as a very satisfactory result. There is no reason to believe that the Metropolitan Corporation cannot continue to sustain and improve on this hiring record particularly when complementary policy and procedural changes have been made to the Metropolitan Employment system in respect to recruitment, placement, training, and promotion. In attempting to assess the reason for success, the Internship strategy, as well as changes to legislation (i.e., the Ontario Human Rights Code), have been judged to have had considerable impact. The "essential duties" provisions in the Ontario Legislation force employers to take a second look at potential job candidates who are disabled. It is important to note that, while Metro instigated these initiatives in advance of legislation, experience and confidence were quickly gained with the result that Metro put itself into a leadership role in advance of legislation.

Absenteeism, Occupational Health and Safety

The average time lost of 1.4 days per disabled employee per year is **substantially lower** than the annual average time lost for permanent Metro employees (10.7 days in 1982) or for temporary Metro employees (9.2 days in 1982). Only one case of work-related compensable injury for illness occurred. The employee was one of a group of employees who suffered lead poisoning and was off work on Workers' Compensation for five days. This injury, while work-related, was **not** disability related.

In only three instances in an eighteen-month period did disabled employees fail to report for work when scheduled. In all cases the employees were terminated with an Unsatisfactory rating and will not be rehired.

Employer fears with respect to absenteeism by disabled employees have been unfounded in Metro's experience.

SUMMARY EVALUATION OF STRATEGIES THAT WORKED

The following strategies were important:

- Organizational Commitment.
- Co-operation of the Unions.
- "Ownership" of the Project by all Metropolitan Departments.
- Legislation, in the form of an expanded Ontario Human Rights Code.
- Timing, the impetus that came from the 1981 International Year of the Disabled.
- Adequate financial resources, particularly in the initial developmental stages allowing for risk-taking and flexibility.
- Commitment to the provision of reasonable accommodation, i.e., funding for technicial aids and worksite renovations.
- Outreach recruitment strategies.
- The Internship Program.
- "Hiring for Success," the Summer Employment Program.
- Pre-placement and post-placement assistance to line supervisors.
- Employee education and high corporate visibility.
- Public visibility.
- Availability in Metropolitan Toronto of public transportation for the disabled, housing, and other support services that make the Metropolitan community attractive for disabled person to live and work in.
- High performance expectations for disabled employees combined with normalization strategies that avoided the creation of job ghettos.
- Administrative mechanisms that reduced red tape for operating Departments so that the referral of a disabled employee was made as easy as possible.
- Firm but polite refusals by the employer to become involved in a multitude of other problems a disabled employee might have. This merits specific mention because

employers quite frequently find themselves embroiled in a number of concerns on behalf of their disabled employees. Metro's disabled employees were expected to be self-directing and self-motivating; in this regard they were responsible for arriving for work on time, securing their own transportation and making their own arrangements for any support services that they might require.

COST BENEFIT

The Annual Payback to the Taxpayer of Hiring a Disabled Individual: The cost to the community of subsidizing services for disabled individuals is difficult to assess as the delivery and funding of these services is split between Federal, Provincial, and Municipal governments. Whether a disabled individual is employed or not, special housing units and transportation subsidies are required.

The benefit to the taxpayer of hiring disabled persons does not lie in the possibility of eliminating services now provided for the disabled. Rather, it lies in reducing direct and indirect subsidies for income maintenance programs, health care, etc., and in the fact that previously unemployed persons would be paying taxes and contributing to the G.N.P. The community benefits when its disabled members are working and contributing to the tax base rather than requiring social assistance.

What follows is an estimation of the potential annual "payback" to the taxpayer of hiring a single disabled individual who presently collects Family Benefits and lives in a subsidized Metro Housing Company unit. All figures are in 1983 dollars.

Direct Costs to the Taxpayer of Subsidies to Disabled Individuals:

1) Family Benefits:

A single disabled individual who is not employed would collect up to a maximum Family Benefit of $382.00 per month. **Annual Cost: $4,584.00**

2) Subsidized Housing:

A single disabled individual on Family Benefits, living in a Metro Housing Company unit for the disabled, (wheelchair accommodation only) would pay rent at a sheltered rate of $85.00 per month.

The maximum rent in older Metro Housing Company units is $314.00. (In newer units, rent is geared to income and assets.) Thus, the disabled individual would be subsidized at a rate of

$229.00 per month. This is over and above the cost of providing low-cost housing stock for the disabled. **Annual Cost: $2,748.00**

3) Health Care Costs

A single disabled individual on Family Benefits pays no OHIP. In effect, the taxpayer subsidizes such persons for OHIP payments. Rates are now at $28.35 per month. **Annual Cost: $340.20**

The disabled individual on Family Benefits receives his or her medication at no personal cost. Costs vary with the disability but can be as high as $200.00 a month. Total costs for general Welfare/Family Benefits recipients in Ontario were in excess of $25 million in the 1982-83 fiscal year, but this figure is not broken out for disabled persons. Therefore, no annual cost estimate is included here.

Total Estimated Annual Costs:

Family Benefits	$4,584.00
Housing Subsidy**	2,748.00
OHIP	340.20
Total	**$7,675.20**

**Based on a Metro Housing Unit

Direct Benefit to the Taxpayer of Employing a Disabled Individual:

1) Family Benefits:

No Family Benefits would be paid to a disabled individual who is working. **Annual Savings: $4,584.00**

2) Subsidized Housing:

A single disabled individual who is working would pay the maximum rent of $314.00 per month in older Metro Housing Company units, and rent geared to income and assets in new units. **Minimum Annual Savings: $2,748.00**

3) Health Care Costs:

The working individual would either pay his or her own OHIP or his employer would pay it. **Annual Savings: $340.00**

4) Taxes

A single disabled individual who is working and earning an annual salary of:
$17,631.00 would pay taxes of $3,130.40;
$19,982.00 would pay taxes of $3,835.00;
$22,926.00 would pay taxes of $4,860.70.

These salaries are actual ones earned by Metro employees who are disabled and are representative of individuals employed in clerical, technical, and service occupations.

Taking the average annual tax figure of $3,942.03 (average annual tax paid by the above 3 individuals), the annual benefit to the community would be an increase in the tax base of **$3,942.03** for a single disabled individual who was working.

The above scenario would produce an estimated annual payback to the taxpayer of **$11,614.23** if a single disabled individual on Family Benefits was employed for one year.

Family Benefits Not Paid	$4,584.00
Housing Subsidies Not Paid	2,748.00
Health Care Costs Not Paid	340.20
Estimated Average Annual Tax Contribution	3,942.03
Total	**$11,614.23**

Metro employed forty-four (44) individuals over a period of 2 years who were previously in receipt of Family Benefits or Unemployment Insurance. These forty-four persons receiving social assistance obtained 21,905 hours of employment through this Program and earned a total of $208,159. This is equivalent to 11.4 person-years. Based on the above cost-benefit scenario, the net cost to the taxpayer of employing these forty-four (44) people in the Metropolitan government was $75,757 rather than the actual $208,159 paid out in salaries. Program costs have not been included in this estimation.

In 1982, Metro offered 42,885 hours of employment resulting in earnings of $349,000 accruing to the seventy-one (71) disabled individuals hired in the Permanent, Temporary, and Casual services.

The true benefits of this program cannot, however, be fully quantified as they lie in the fact that the Metropolitan community gains productive citizens who are able to fully contribute to the community.

Payback to the Employer who Rehabilitates a Disabled Employee:

1. **Direct Costs to the Employer:**

75 - 100% of salary for duration of injury, paid through Workers Compensation and sick pay supplements. (The average salary of injured employees returned to work through Rehabilitation Program was $22,155 annually.)

WCB administration fee of 14% of total WCB benefits paid out.

2. **Indirect Costs to the Employer:**

Cost of hiring temporary to cover-off position, assuming the same salary, is $22,155.

3. **Estimated Cost Savings:**

If an employee is off work for one year, the employer would pay out in direct and indirect costs at least 1 3/4 - 2 times the annual salary of that employee. In effect, the employer is paying two employees for one job. Thus, on an average salary of $22,155, the Corporation is paying out $44,310.

If the injured employee is returned to work after only 6 months, the employer would pay, on the average salary of $22,155 as follows:

WCB and sick pay supplement for 6 months	$11,077
Temporary's salary for 6 months	11,077
Original Employee's salary for 6 months	11,077
Total	**$33,231**

The employer saves $11,077 or 25% of the cost of maintaining an injured employee on WCB for one year. The savings lie in re-employing an injured worker rather than paying a temporary to do his work while he is receiving benefits. The faster an employer returns an employee to work, the more significant and substantial are the savings that accrue.

Ten (10) Metro employees were returned to full-time work. Three (3) returned to their original jobs: seven (7) returned to different or modified positions.

Using a salary base of $22,155 for each of these ten employees, and estimating at least twice that figure as the cost of maintaining all of them on WCB for one year ($443,100), a savings of 25% would be $110,775.

The Extended Employee Rehabilitation Program cost Metro $292,100 over two years. In addition to the ten (10) individuals returned to work, thirteen (13) were being trained for re-employment at Metro. If all thirteen are returned to work in addition to the ten already placed, the cost savings to the Corporation would be $254,771 therefore almost recouping the investment of $292,100 in the Extended Employee Rehabilitation Program.

EXHIBITS

EXHIBIT 1

THE MUNICIPALITY OF METROPOLITAN TORONTO

1981 International Year of Disabled Persons

Equal Employment Program for the Disabled

PROJECT EXPENDITURE SUMMARY

	1981	1982	Total
*Administration	1.5	3.1	4.6
Extended Employee Rehabilitation	64.6	227.5	292.1
Internships and Summer Employment	38.3	109.2	147.5
Technical Aids	5.9	36.2	42.1
Worksite Renovations	-	22.3	22.3
Education and Promotion	46.1	102.2	148.3
Relocation of Personnel Department	100.0	-	100.0
1981 International Year Grants	29.5	-	29.5
Totals	285.9	500.5	786.4

*Salaries of the Program Manager, Staffing Assistant, and Clerk, Grade 3, who staffed this program were not charged against this budget. These salaries were paid out of the Metropolitan Personnel Department's regular budget.

EXHIBIT 2

METROPOLITAN TORONTO 1981 - 1982 INTERNATIONAL YEAR

EQUAL EMPLOYMENT PROGRAM FOR THE DISABLED

1981 INTERNATIONAL YEAR OF DISABLED PERSON GRANTS

Society for Advancement of Travel for the Handicapped	$ 338.50
Blue and Gold Stroke Breakers, East York	200.00
Action Awareness Scarborough	1,997.00
Cheshire Homes Foundation	2,015.20
C.N.I.B., American Association of Workers for the Blind	2,000.00
United Handicapped Groups of Ontario	2,000.00
"Independence Afloat" Ontario Crippled Childrens Centre Project	2,000.00
Ontario Social Development Council, Conference on Employment & Disabled People	2,000.00
Access to Employment and Community Services, March of Dimes	500.00
Metropolitan Toronto Association for the Mentally Retarded, Etobicoke Branch	1,500.00
Mobility International	1,988.0
C.N.E. Wheel Trans Exhibit	1,990.25
1981 Canada Games, Scarborough Ontario	2,700.00
First National Conference on Law and the Handicapped	2,300.00
Conference on the Jewish Disabled	2,000.00
Ontario Federation for the Physically Handicapped	4,000.00
TOTAL	**$ 29,518.95**

EXHIBIT 3

EQUAL EMPLOYMENT PROGRAM FOR THE DISABLED
CURRENT EMPLOYEES AS OF JULY 31, 1983

	CLERICAL OCCUPATIONS	TECHNICAL OCCUPATIONS	PROFESSIONAL OCCUPATIONS	SOCIAL SERVICE OCCUPATIONS	MANUAL OCCUPATIONS	SERVICE OCCUPATIONS	TOTALS BY DEPARTMENT
METRO AMBULANCE SERVICES DEPARTMENT	PERMANENT 1						1
METRO AUDIT DEPARTMENT							
METRO CHAIRMAN'S OFFICE							
CHIEF ADMINISTRATIVE OFFICER'S DEPARTMENT							
METRO CLERK'S DEPARTMENT							
METRO COMMUNITY SERVICES DEPARTMENT	CASUAL 1 TEMPORARY 7 PERMANENT 1		PERMANENT 1	TEMPORARY 5 PERMANENT 1		CASUAL 3 TEMPORARY 1 PERMANENT 1	23
METRO LEGAL DEPARTMENT							1
METRO LICENSING COMMISSION							
METRO MANAGEMENT SERVICES DEPARTMENT	CASUAL 1 TEMPORARY 2				TEMPORARY 2		6
METRO PARKS AND PROPERTY DEPARTMENT					INTERN 1 TEMPORARY 1	CASUAL 8	10
METRO PERSONNEL DEPARTMENT							1
METRO PLANNING DEPARTMENT		TEMPORARY 1					2
METRO ROADS AND TRAFFIC DEPARTMENT	PERMANENT 1						1
METRO TREASURY DEPARTMENT							
METRO WORKS DEPARTMENT	TEMPORARY 1 PERMANENT 1				TEMPORARY 2 PERMANENT 1		5
TOTALS BY OCCUPATIONAL CATEGORY	19	3	1	7	7	13	50

EQUAL EMPLOYMENT PROGRAM FOR THE DISABLED

EXHIBIT 4

HIRES BY DEPARTMENT, JULY 1, 1981 — DECEMBER 31, 1981

	CLERICAL OCCUPATIONS	TECHNICAL OCCUPATIONS	PROFESSIONAL OCCUPATIONS	SOCIAL SERVICE OCCUPATIONS	MANUAL OCCUPATIONS	SERVICE OCCUPATIONS	TOTALS BY DEPARTMENT
METRO AMBULANCE SERVICES DEPARTMENT	●						1
METRO AUDIT DEPARTMENT							
METRO CHAIRMAN'S OFFICE	●						1
CHIEF ADMINISTRATIVE OFFICER'S DEPARTMENT							
METRO CLERK'S DEPARTMENT							
METRO COMMUNITY SERVICES DEPARTMENT	●●●●●●●				●●		9
METRO LEGAL DEPARTMENT							
METRO LICENSING COMMISSION	●						1
METRO MANAGEMENT SERVICES DEPARTMENT	●●						2
METRO PARKS AND PROPERTY DEPARTMENT					●●●●●		5
METRO PERSONNEL DEPARTMENT	●●						2
METRO PLANNING DEPARTMENT	●	●					2
METRO ROADS AND TRAFFIC DEPARTMENT	●●						2
METRO TREASURY DEPARTMENT			●				1
METRO WORKS DEPARTMENT					●		1
TOTALS BY OCCUPATIONAL CATEGORY	17	1	1		8		27

INTERNSHIPS: ● PERMANENT POSITIONS: ●

TEMPORARY POSITIONS: ● SUMMER STUDENT PLACEMENTS: ●

CASUAL POSITIONS: ●

EQUAL EMPLOYMENT PROGRAM FOR THE DISABLED — EXHIBIT 5

HIRES BY DEPARTMENT, JANUARY 1, 1982 — DECEMBER 31, 1982

	CLERICAL OCCUPATIONS	TECHNICAL OCCUPATIONS	PROFESSIONAL OCCUPATIONS	SOCIAL SERVICE OCCUPATIONS	MANUAL OCCUPATIONS	SERVICE OCCUPATIONS	TOTALS BY DEPARTMENT
METRO AMBULANCE SERVICES DEPARTMENT	●●●						3
METRO AUDIT DEPARTMENT	●						1
METRO CHAIRMAN'S OFFICE	◌						1
CHIEF ADMINISTRATIVE OFFICER'S DEPARTMENT		◌					1
METRO CLERK'S DEPARTMENT							
METRO COMMUNITY SERVICES DEPARTMENT	●●●●●●●●●●●●●●	◌◌◌		●●●●●●●●●●●◌◌◌●	●●●●●●●●●●	●●	41
METRO LEGAL DEPARTMENT	●		◌				2
METRO LICENSING COMMISSION							
METRO MANAGEMENT SERVICES DEPARTMENT	●●		●●				4
METRO PARKS AND PROPERTY DEPARTMENT	●●●				●●●●●●	●●●●●●	15
METRO PERSONNEL DEPARTMENT	◌◌●		●				4
METRO PLANNING DEPARTMENT		●◌					2
METRO ROADS AND TRAFFIC DEPARTMENT	●●●						3
METRO TREASURY DEPARTMENT							
METRO WORKS DEPARTMENT	●●	●●●			●		6
TOTALS BY OCCUPATIONAL CATEGORY	31	9	4	14	16	8	82

INTERNSHIPS: ● PERMANENT POSITIONS: ●

TEMPORARY POSITIONS: ● SUMMER STUDENT PLACEMENTS: ◌

CASUAL POSITIONS: ●

EQUAL EMPLOYMENT PROGRAM FOR THE DISABLED — EXHIBIT 6

HIRES BY DEPARTMENT, JANUARY 1, 1983 — JUNE 30, 1983

	CLERICAL OCCUPATIONS	TECHNICAL OCCUPATIONS	PROFESSIONAL OCCUPATIONS	SOCIAL SERVICE OCCUPATIONS	MANUAL OCCUPATIONS	SERVICE OCCUPATIONS	TOTALS BY DEPARTMENT
METRO AMBULANCE SERVICES DEPARTMENT							
METRO AUDIT DEPARTMENT							
METRO CHAIRMAN'S OFFICE							
CHIEF ADMINISTRATIVE OFFICER'S DEPARTMENT							
METRO CLERK'S DEPARTMENT							
METRO COMMUNITY SERVICES DEPARTMENT	●●●●●		●	●●●●	●●		14
METRO LEGAL DEPARTMENT							1
METRO LICENSING COMMISSION							
METRO MANAGEMENT SERVICES DEPARTMENT	●●						3
METRO PARKS AND PROPERTY DEPARTMENT	●				●●	●●●●● ●●●	11
METRO PERSONNEL DEPARTMENT							1
METRO PLANNING DEPARTMENT							1
METRO ROADS AND TRAFFIC DEPARTMENT	●						1
METRO TREASURY DEPARTMENT							
METRO WORKS DEPARTMENT	●●	●					3
TOTALS BY OCCUPATIONAL CATEGORY	14	2	2	5	4	8	35

INTERNSHIPS: ● PERMANENT POSITIONS: ●

TEMPORARY POSITIONS: ● SUMMER STUDENT PLACEMENTS: ●

CASUAL POSITIONS: ●

EXHIBIT 7

EQUAL EMPLOYMENT PROGRAM FOR THE DISABLED
PLACEMENT STATISTICS

JULY 1981 - DECEMBER 1981	
Number of Contacts Re: Employment	114
Number of Employment Interviews	76
PLACEMENTS	
Internships	24
Temporary Service	3
Permanent Service	0
Casual Service	0
Summer Students	0
TOTAL PLACEMENTS	**27**
JANUARY 1982 - DECEMBER 1982	
Number of Contacts Re: Employment	288
Number of Employment Interviews	213
PLACEMENTS	
Internships	22
Temporary Service	33
Permanent Service	5
Casual Service	11
Summer Students	11
TOTAL PLACEMENTS	**82**
TOTAL - JULY 1981 - DECEMBER 1982	
Number of Contacts Re: Employment	402
Number of Employment Interviews	309
PLACEMENTS	
Internships	46
Temporary Service	36
Permanent Service	5
Casual Service	11
Summer Students	11
TOTAL PLACEMENTS	**109**

EXHIBIT 8

CONTACT LOG BY CALL DESIGNATION AND MONTH

	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March	TOTALS
Employment Referral	-	9	19	6	8	2	8	5	7	64
Employment Inquiry	-	4	14	16	18	8	5	13	12	90
Programme Inquiry	1	4	5	5	5	1	3	4	-	30
Other	-	3	1	-	1	-	-	-	1	6
TOTALS	1	22	39	27	32	11	16	22	20	190

July - December 1982,
January - March 1983

The Municipality of Metropolitan Toronto
Equal Employment Program For the Disabled

EXHIBIT 9

TECHNICAL AIDS AND OFFICE ACCOMMODATION PROVIDED BY

THE EQUAL EMPLOYMENT PROGRAM FOR THE DISABLED

JULY 1, 1981 TO DECEMBER 31, 1982

Visual Aids	
Visualteks Portable Visualteks Accessory Features Perkins Scanner	$14,779.18
Accessible Work Stations	$13,559.10
Communications Equipment	
Dictaphones Message Masters Recorders Transcribers	$ 3,789.73
Office Equipment	
Filing Cabinets Cassette Tapes Electric Typewriters Electric Letter Openers Typing Stand Desks	$ 9,971.99
TOTAL	**$42,100.00**

EXHIBIT 10

PLACEMENT SUMMARY

EMPLOYEE REHABILITATION PROGRAM

AS OF DECEMBER 31, 1982

Category	Local 43	Local 79	Total
Currently funded by Rehabilitation Program	8	4	12
Placed in original or modified position	11	3	14
Placed in alternate position	9	4	13
Placed in on-the-job training	1	1	2
Receiving educational retraining	2	-	2
Redundancy placement	-	7	7
Union representative (funded by Program)	1	-	1
Removed from Program (W.C.B. recurrence)	2	-	2
Totals	**34**	**19**	**53**

Metropolitan Toronto Personnel Department
December 1982

EXHIBIT 11

THE MUNICIPALITY OF METROPOLITAN TORONTO

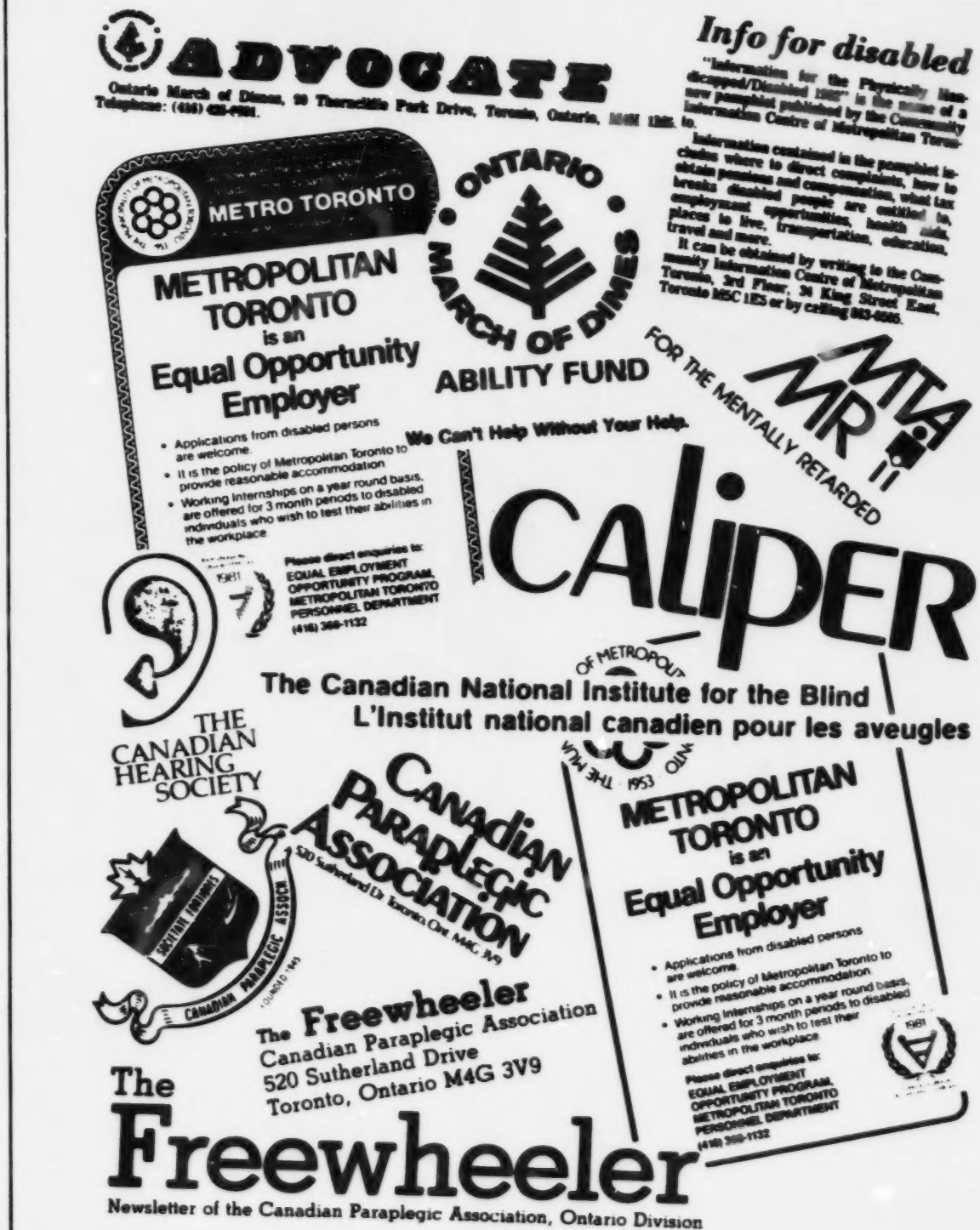
PERSONNEL DEPARTMENT

SUMMARY OF WORKERS' COMPENSATION COSTS

As of December 31, 1982

Department	WCB Costs for the Year Ending 1982
Ambulance Services	$ 761,647.06
Community Services	
Bendale Acres	33,181.84
Castleview Wychwood Towers	77,483.60
Cummer House	117,747.44
Fudger	39,978.15
Greenacres	278,804.65
Kipling Acres	87,342.59
True Davidson Acres	27,169.02
Social Services	138,060.29
Housing	81,842.54
Administration	18,834.56
Total	$ 900,444.68
Licensing Commission	$ 35,478.82
Parks	226,783.20
Property	118,887.54
Total	$ 345,670.74
Roads and Traffic	$ 301,715.95
Works	
Refuse Disposal	458,012.95
Water Pollution Control	697,619.54
Water Supply	299,372.97
Total	$1,455,005.46
Other	$155.39
METRO TOTAL	**$3,800,118.10**

EXHIBIT 12


ADVOCATE
Ontario March of Dimes, 10 Thorncliffe Park Drive, Toronto, Ontario, M4H 1H6. Telephone: (416) 425-4301.
Info for disabled
"Information for the Physically Handicapped/Disabled 1982" is the name of a new pamphlet published by the Community Information Centre of Metropolitan Toronto.
Information contained in the pamphlet includes where to direct complaints, how to obtain pensions and compensation, what tax breaks disabled people are entitled to, employment opportunities, health aids, places to live, transportation, education, travel and more.
It can be obtained by writing to the Community Information Centre of Metropolitan Toronto, 3rd Floor, 34 King Street East, Toronto M5C 1E5 or by calling 863-6500.
METRO TORONTO
METROPOLITAN TORONTO is an Equal Opportunity Employer
• Applications from disabled persons are welcome.
• It is the policy of Metropolitan Toronto to provide reasonable accommodation
• Working internships on a year round basis, are offered for 3 month periods to disabled individuals who wish to test their abilities in the workplace
Please direct enquiries to:
EQUAL EMPLOYMENT OPPORTUNITY PROGRAM,
METROPOLITAN TORONTO
PERSONNEL DEPARTMENT
(416) 368-1132
1981
ONTARIO MARCH OF DIMES
ABILITY FUND
We Can't Help Without Your Help.
FOR THE MENTALLY RETARDED
MIMR
caliper
The Canadian National Institute for the Blind
L'Institut national canadien pour les aveugles
THE CANADIAN HEARING SOCIETY
CANADIAN PARAPLEGIC ASSOCIATION
520 Sutherland Dr. Toronto Ont. M4G 3V9
CANADIAN PARAPLEGIC ASSOCIATION
FOUNDED 1945
The Freewheeler
Canadian Paraplegic Association
520 Sutherland Drive
Toronto, Ontario M4G 3V9
METROPOLITAN TORONTO is an Equal Opportunity Employer
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METROPOLITAN TORONTO
PERSONNEL DEPARTMENT
(416) 368-1132
1981
The Freewheeler
Newsletter of the Canadian Paraplegic Association, Ontario Division

EXHIBIT 13

Metro Internship Program

WHAT IS A METROPOLITAN INTERNSHIP?
An opportunity for a disabled person of working age to demonstrate and test their employability through work experience in a Metropolitan Department.

HOW DO YOU APPLY TO THE PROGRAM?
By telephone or written inquiry to the Metropolitan Personnel Department, Equal Employment Opportunity Program — 368-1132.

WHO IS ELIGIBLE?
Disabled adults who have never been permanently employed.

HOW IS "DISABLED" DEFINED?
"Disability" includes both visible (eg. paraplegia) and non-visible disabilities (eg. epilepsy, deafness, learning and mental disabilities).

WHO PAYS INTERN SALARIES?
A Corporate Fund has been established for this purpose.

WHAT OTHER EXPENSES ARE PROVIDED FOR?
Technical aids, workplace renovations.

WHO ADMINISTERS THE PROGRAM?
The Metropolitan Personnel Department, Equal Employment Opportunity Program, recruits, interviews, refers and administers the program including payroll administration.

WHAT ARE THE OBLIGATIONS OF METROPOLITAN DEPARTMENTS?
Departments are expected to provide supervision and performance evaluation. All Metropolitan Departments are participating in this program.

HOW MANY HOURS MAY AN INTERN WORK?
The maximum number of hours worked may not exceed 24 hours per week. Hours worked may be less than 24 hours per week.

HOW LONG IS AN INTERNSHIP?
Generally 3 months. This may be less if a placement is unsuitable. Extensions beyond 3 months may be granted in individual circumstances.

WHAT IS THE EMPLOYMENT STATUS OF INTERNS?
Internships are supernumerary positions. Interns are not eligible for Employee Benefits. Interns are not members of the Bargaining Unit and may not apply for positions that are internally posted. An Internship does not commit the Metropolitan Corporation to an offer of permanent employment. It is anticipated that successful Interns will have greatly enhanced their employability on the open job market.

ADDITIONAL INFORMATION
Equal Employment Opportunity Program
Metropolitan Personnel Dept.
Tel. 368-1132

APPENDICES

APPENDIX 1

CONSUMER ORGANIZATION LIAISON

Epilepsy Association, Metro Toronto
Canadian Hearing Society
Advocacy Resource Centre for the Handicapped
Ontario Association for the Mentally Retarded
Jewish Vocational Services of Metropolitan Toronto
Humber College
Rehabilitation Co-ordinator, Province of Ontario
Handicapped Employment Program, Ministry of Labour, Province of Ontario
Multiple Sclerosis Society of Canada
Ontario March of Dimes
Society for Goodwill Services
Metropolitan Toronto Association for the Mentally Retarded
Canada Employment Centre
Y.W.C.A.
Canadian Paraplegic Association
Ministry Task Force on Employment, Ministry of Labour, Province of Ontario
Canadian Rehabilitation Council for the Disabled
Action Awareness Scarborough
Canadian National Institute for the Blind
Disabled Program, Borough of Etobicoke
Vocational Rehabilitation Services, Ontario Ministry of Community & Social Services
Rehabilitation Foundation for the Disabled
Scarborough General Hospital
John Howard Society
City of Toronto, Outreach Recruitment Office
BOOST
Clarke Institute of Psychiatry
Persons United for Self Help in Ontario ("PUSH" - Ontario)
Canadian Hearing Society
Canadian Mental Health Association
Metropolitan Association for the Mentally Retarded

APPENDIX 2

METROPOLITAN TORONTO 1981 - 1982 INTERNATIONAL YEAR

EQUAL EMPLOYMENT PROGRAM FOR THE DISABLED

SOURCE OF REFERRALS

Metropolitan Council Members
Metropolitan Employees
CUPE Local 43
CUPE Local 79
M.L.A.'s and M.P.'s
Self Referrals
Ministry of Labour, Handicapped Employment Program
Ministry of Community and Social Services, - Toronto - Oshawa - Brampton
Metropolitan Community Services Department
Scarborough Action
Clarke Institute of Psychiatry
Canada Employment and Immigration
York Central Association for the Mentally Retarded
Canadian Paraplegic Association
Midland Collegiate Institute, Scarborough
University of Toronto
York University
University of Waterloo
Y.M.C.A., Centre for Counselling
Y.W.C.A., Metro Toronto
Community Information Centre, Metropolitan Toronto
Epilepsy Association, Metropolitan Toronto
Public Service Commission of Canada, Staffing Branch
Canadian Hearing Society, Toronto Branch
BOOST
Canadian National Institute for the Blind
Goodwill Services
City of Toronto, Equal Employment Opportunity Program

Borough of Etobicoke

Community Occupational Therapy Association

John Howard Society

Sheridan College

Scarborough General Hospital

Youth Employment Service

Multiple Sclerosis Society

City of Toronto, Department of Public Health

Humber College

George Brown College

Fitness Testing Centre

Worker's Compensation Board

Metropolitan Toronto Association for the Mentally Retarded

Salvation Army

Nelson Boyland School, North York

Canadian Hearing Society, Hamilton and Toronto

Metropolitan Toronto Police Department

Jewish Vocational Service of Metropolitan Toronto

Ontario Crippled Children's Association

Canadian Mental Health Association

APPENDIX 3

PLACEMENT STATISTICS BY DISABILITY

METRO HAS PLACED INDIVIDUALS WITH THE FOLLOWING DISABILITIES

Addictions
Albugets Syndrome
Arthritis
Cerebral Palsy
Developmentally Disabled
Emotionally Disabled
Epilepsy
Haemiplegia
Hearing Disabled including Profoundly Deaf
Learning Disability
Leg Amputation
Legally Blind
Multiple Sclerosis
Paraplegia
Partial Paralysis
Polio
Quadriplegia
Scoliosis
Viral Pan Encephalitis
Visually Disabled including Blind and Low Vision Blind

APPENDIX 4.1

EQUAL EMPLOYMENT PROGRAM FOR THE DISABLED
EMPLOYEE SEMINAR OUTLINE

The Objectives of this Seminar:

- to inform Supervisory Personnel within the Metropolitan Corporation about Metro's Equal Employment Program, its corporate objectives and that component of the Program which relates to the employment of disabled individuals;

- to increase Supervisory Personnel's awareness of and sensitivity to, some of the myths and realities of employing disabled persons; - to share with Seminar participants some of Metro's experience in this area; and,

- to inform Supervisory Personnel of management responsibilities arising from Human Rights legislation - to outline effective and equitable personnel procedures relative to the recruitment, hiring, promotion, and termination of employees.

What is E.E.O.? - Metro's Policy and Commitment
Metro's Disabled Program (film presentation)
Metro's Internship Program
Summer Student Placements
Rehabilitation Program

Who are the Disabled?
Myths and Facts - Metro's Experience
Awareness - Yuker and Block Video Tape Presentation

Added responsibilities for Effective Management
Rehabilitation and Disabled Programs - Job Analysis and Job Restructuring
Ontario Human Rights Code - Applications to the Employment Process
Application Forms, Selection, Interviewing, Documentation

Evaluation

The Municipality of Metropolitan Toronto
Equal Employment Program

September 7, 1982

APPENDIX 4.2

THE MUNICIPALITY OF METROPOLITAN TORONTO

EQUAL EMPLOYMENT PROGRAM FOR THE DISABLED

EMPLOYEE ORIENTATION

Seminar Participation September 1982 - January 1983

Department	Number of Seminars Offered	Number of Participants
Audit	1	8
Community Services	27	297
Works	16	192
Ambulance Services	2	20
Clerks	2	1
Legal/Licensing Commission	2	1
Management Services	2	26
Parks and Property	2	24
Personnel	2	13
Roads and Traffic	3	38
Treasury	2	16
Committee of Administrators	1	24
Total	62	660

APPENDIX 5

EXTRACTS, HUMAN RIGHTS CODE, 1981
STATUTES OF ONTARIO, 1981, CHAPTER 53

PART 1 - FREEDOM FROM DISCRIMINATION

Employment

"4. - (1) Every person has a right to equal treatment with respect to employment without discrimination because of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, age, record of offences, marital status, family status or handicap.

(2) Every person who is an employee has a right to freedom from harassment in the workplace by tne employer or agent of the employer or by another employee because of race, ancestry, place or origin, colour, ethnic origin, citizenship, creed, age, record of offences, marital status, family status or handicap."

Vocational Associations

"5. Every person has a right to equal treatment with respect to membership in any trade union, trade or occupational association or self-governing profession without discrimination because of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, age, marital status, family status or handicap."

PART 11 - INTERPRETATION AND APPLICATION

Interpretation

"9. In Part 1 and in this Part,

(a) "age" means an age that is eighteen years or more, except in subsection 4(1) where "age" means an age that is eighteen years or more and less than sixty-five years;

(b) "because of handicap" means for the reason that the person has or has had, or is believed to have or have had,

(i) any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness and, without limiting the generality of the foregoing, including diabetes mellitus, epilepsy, any degree of paralysis, amputation, lack of physical co-ordination, blindness or visual impediment, deafness or hearing impediment, muteness or speech impediment, or physical reliance on a dog guide or on a wheelchair or other remedial appliance or device,

(ii) a condition of mental retardation or impairment,

(iii) a learning disability, or a dysfunction in one or more of the processes involved in understanding or using symbols or spoken language, or

(iv) a mental disorder;

(c) "equal" means subject to all requirements, qualifications and considerations that are not a prohibited ground of discrimination;"

Constructive discrimination

"10. A right of a person under Part 1 is infringed where a requirement, qualification or consideration is imposed that is not discrimination on a prohibited ground but that would result in the exclusion, qualification or preference of a group of persons who are identified by a prohibited ground of discrimination and whom the person is a member, except where,

(a) the requirement, qualification or consideration is a reasonable and bona fide one in the circumstances; or

(b) it is declared in this Act that to discriminate because of such ground is not an infringement of a right."

Handicap

"16. - (1) A right of a person under this Act is not infringed for the reason only,

(a) that the person does not have access to premises, services, goods, facilities or accommodation because of handicap, or that the premises, services, goods, facilities or accommodation lack the amenities that are appropriate for the person because of handicap; or

(b) that the person is incapable of performing or fulfilling the essential duties or requirements attending the exercise of the right because of handicap."

Restrictions for insurance contracts, etc.

"21. The right under sections 1 and 3 to equal treatment with respect to services and to contract on equal terms, without discrimination because of age, sex, marital status, family status or handicap, is not infringed where a contract of automobile, life, accident or sickness or disability insurance or a contract of group insurance between an insurer and an association or person other than an employer, or a life annuity, differentiates or make a distinction, exclusion or preference on reasonable and bona fide grounds because of age, sex, marital status, family status or handicap."

Discriminatory employment advertising

"22. – (1) The right under section 4 to equal treatment with respect to employment is infringed where an invitation to apply for employment or an advertisement in connection with employment is published or displayed that directly or indirectly classifies or indicates qualifications by a prohibited ground of discrimination

Application for employment

(2) The right under section 4 to equal treatment with respect to employment is infringed where a form of application for employment is used or written or oral inquiry is made of an applicant that directly or indirectly classifies or indicates qualifications by a prohibited ground of discrimination.

Questions at an interview

(3) Nothing in subsection (2) precludes the asking of questions at a personal employment interview concerning a prohibited ground of discrimination where discrimination on such ground is permitted under this Act.

Employment Agencies

(4) The right under section 4 to equal treatment with respect to employment is infringed where an employment agency discriminates against a person because of a prohibited ground of discrimination in receiving, classifying, disposing of or otherwise acting upon application for its services or in referring an applicant or applicants to an employer or agent of an employer."

Employment conditional on membership in pension plan

"24. – (1) The right under section 4 to equal treatment with respect to employment is infringed where employment is denied or made conditional because a term or condition of employment requires enrolment in an employee benefit, pension or superannuation plan or fund or a contract of group insurance between an insurer and an employer, that makes a distinction, preference or exclusion on a prohibited ground of discrimination.

Pension or disability plan under R.S.O. 1980 c. 187

(2) The right under section 4 to equal treatment with respect to employment without discrimination because of age, sex, marital status or family status is not infringed by an employee superannuation or pension plan or fund or a contract of group insurance between an insurer and an employer that complies with the Employment Standards Act and the regulations thereunder.

Employee disability and pension plans: handicap

(3) The right under section 4 to equal treatment with respect to employment without discrimination because of handicap is not infringed,

(a) where a reasonable and bona fide distinction, exclusion or preference is made in an employee disability or life insurance plan or benefit because of a pre-existing handicap that substantially increases risk;

(b) where a reasonable and bona fide distinction, exclusion or preference is made on the ground of pre-existing handicap in respect of an employee-pay-all or participant-pay-all benefit in an employee benefit, pension or superannuation plan or fund or a contract of group insurance between an insurer and an employer or in respect of a plan, fund or policy that is offered by an employer to his employees if they are fewer than twenty-five in number.

(4) An employer shall pay to an employee who is excluded because of a handicap from an employee benefit, pension or superannuation plan or fund or a contract of group insurance between an insurer and the employer, compensation equivalent to the contribution that the employer would make thereto on behalf of an employee who does not have a handicap."

PART IV - ENFORCEMENT

Orders of boards of inquiry

"40. -- (1) Where the board of inquiry, after a hearing, finds that a right of the complainant under Part 1 has been infringed and that the infringement is a contravention of section 8 by a party to the proceeding, board may, by order,

(a) direct the party to do anything that, in the opinion of the board, the party ought to do to achieve compliance with this Act, both in respect of the complaint and in respect of future practices; and

(b) direct the party to make restitution, including monetary compensation, for loss arising out of the infringement, and, where the infringement has been engaged in wilfully or recklessly, monetary compensation may include an award, not exceeding $10,000, for mental anguish.

(2) Where the board of inquiry at the conclusion of the hearing finds that a right of a person under Part 1 has been infringed by discrimination because of handicap, the board may then proceed to inquire whether,

(a) the person does not have access to premises, services, goods, facilities or accommodation of the party who is found to be a contravener, because of handicap; or

(b) the premises, services, goods, facilities or accommodation of the party who is found to be a contravener lack amenities that are appropriate to persons because of the handicap,

and after making a finding thereon, the board may, unless the costs occasioned thereby would cause undue hardship and subject to the regulations, order that the party take such measures as will make such provision for access or amenities or as are set out in the order.

(3) In addition to the powers conferred by subsection (2), where the board of inquiry at the conclusion of the hearing under subsection (1) finds that a right of a person under Part 1 has been infringed by discrimination because of handicap, the board may then proceed to inquire and make a finding as to whether the equipment or essential duties attending the exercise of the right could be adapted to meet the needs of the person whose right is infringed and, after making a finding thereon, the board may, unless the costs occasioned thereby would cause undue hardship and subject to the regulations, order that the party take such measures to adopt the equipment or duties as will meet such needs and as are set out in the order."